

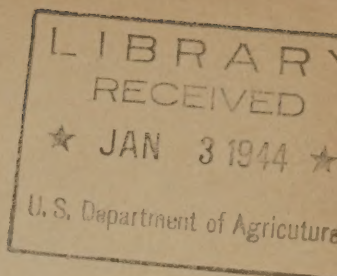
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UNITED STATES DEPARTMENT OF AGRICULTURE
RURAL ELECTRIFICATION ADMINISTRATION
St. Louis, Missouri

PROGRAM FOR NEW REA SYSTEM MANAGERS

DESIGN AND CONSTRUCTION DIVISION

SUMMARY OF PERSONNEL FUNCTIONS AND RESPONSIBILITIES



The Design and Construction Division is responsible for all activities pertaining to the engineering features in construction and operation of REA-financed systems. This includes advice and assistance to borrowers on the design and construction of generating plants, transmission and distribution lines; the operation of generating plants and transmission lines; consulting service upon technical engineering phases of the operation of borrowers' systems; the construction of building and other structures essential to the housing of generating plants, storage buildings and office headquarters; and inspection service for line construction materials.

The various functions, as facilitated by the several engineering regions and technical sections, are briefly summarized below, and all questions pertaining to construction and operating details should be directed to the attention of these Regional and Sectional Heads through the Office of the Chief, Design and Construction Division.

ACTIVITIES

SUPERVISION

The Chief of the Division is in direct administrative charge of all services, and is assisted on occasion by the Assistant Chief.

CONSTRUCTION

The Regional Construction Engineers plan, direct and coordinate all activities pertaining to engineering advice and guidance rendered REA borrowers with respect to design and construction of generating plants, transmission lines, distribution lines, refrigerating plants and buildings and structures, as well as changes in or extensions thereto. The Regional Engineer makes arrangements for bidding, directs the review of bids and recommends awards; coordinates the activities of the system engineers, contractors and system superintendents during construction of lines, plants, buildings and structures; approves or disapproves final inventories, directs technical check and valuation of proposed acquisitions; certifies inspection of completed lines; recommends approval of borrowers' engineers; advises upon the establishment of engineering fees; provides consulting service on technical engineering phases of operation and represents the REA or assists borrowers before Public Service Commissions on matters such as franchises and safety measures; and performs related duties as they arise.

TECHNICAL SERVICES

INDUSTRIAL POWER

Sections composed of technicians serve special or related features of line construction and generation of power for systems.

The Industrial Power Section makes studies and recommendations for the addition of large power loads to systems.

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BUILDING AND
STRUCTURES

Makes studies and recommends designs for system buildings, handles construction contracts and supervises construction.

GENERATION AND
TRANSMISSION

This section initiates, plans, directs and coordinates service and guidance to borrowers and staff on matters pertaining to design, installation, operation and maintenance of generating plants and transmission lines, facilitating this in coordination with services extended by the Regional Construction Engineers of the respective regions.

CONSTRUCTION
COST ANALYSIS

Analyzes inventories to establish cost standards for different types of construction, formulates engineering memoranda and maintains supplies of these for distribution, and makes studies and issues information upon various technical engineering features.

INSPECTION

This section provides inspection service for materials used in construction of lines, plants and related facilities, as well as final inspection of completed lines and other structures.

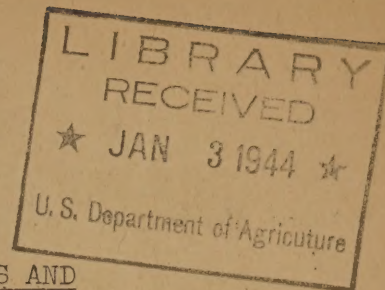


PROGRAM FOR NEW REA SYSTEM MANAGERS

COOPERATIVES' OPERATIONS DIVISION

REGIONAL SECTIONS

SUMMARY OF PRINCIPAL FUNCTIONS, RESPONSIBILITIES AND
ORGANIZATIONAL RELATIONSHIPS



FUNCTIONS AND RESPONSIBILITIES

To conduct activities pertaining to business management advice and assistance and the integration of engineering and other technical activities, of operation and maintenance of distribution lines, systems' offices, and related facilities of borrowers' systems, including:

Analysis of fiscal operations of borrowers' systems and relation to systems' operating budgets.

Obtainment of power supply and determination of retail rates.

Development of appropriate insurance rates and adequate safety programs.

Collection, analysis, and application of data on tax problems.

Determination of policies with respect to wages, hours, and conditions of labor on REA systems.

Education of consumers by borrowers with respect to concrete applications of electricity to domestic and agricultural activities.

Advice and assistance to borrowers on purchase of systems' equipment.

The various functions are briefly summarized as follows and any questions pertaining to the following matters should be directed to the attention of the Regional Head.

INTEGRATION OF ENGINEERING AND TECHNICAL ADVICE

TECHNICAL ADVICE

Keep informed upon the most advanced operating engineering practices and their application to Rural Electric Systems. To analyze this information and transmit it to borrowers for incorporation in their facilities.

REVIEW OF CONSTRUCTION PLANS AND SPECIFICATIONS

REVIEWS

SPECIFICATIONS

Review of construction plans and specifications so that features which past operating experience has proven desirable may be incorporated in the borrowers' systems to provide more satisfactory operation of such systems.

SYSTEM OPERATING PERFORMANCE

FORMULATES PROGRAMS

Analyze system's performance in order to formulate preventive maintenance programs and improve continuity of service. Investigate methods and equipment to the end that distribution losses, operating and maintenance costs will be reduced. To execute these functions by reviewing:

Monthly operating reports, correspondence, field representatives' reports and recommendations.

To supervise and route field representatives and to advise and guide borrowers in programs of system operation such as:

Tree trimming, tightening hardware, straightening pole settings, patrolling lines, radio interference, ground testing, meter testing, maintenance of insulating oil and correction of mechanical and electrical failures.

FISCAL ANALYSIS

PREPARES GRAPHS

Keep continuously informed of the financial condition of borrowers. To prepare basic debt service graphs. To collect data and by analyzing operating reports and budgets to suggest methods to borrowers of improving their financial condition, thereby assuring repayment of the Federal Loan.

SYSTEM PERSONNEL

ADVICE ON PERSONNEL

Investigate and make recommendations concerning the qualifications of system managers and to observe their subsequent performance. To advise borrowers with respect to subordinate personnel.

REVIEW OF ALLOTMENT PACKET

ADVICE ON ADEQUACY

Review the preliminary allotment packet and prepare memoranda recording the judgment and reasons therefor of the division as to the adequacy of the plans and the allotment.

SYSTEMS HEADQUARTERS FACILITIES AND EQUIPMENT

HEADQUARTERS SELECTION

Analyze and advise borrowers with respect to the type of headquarters office buildings and warehouse facilities. To advise borrowers on the most suitable office equipment and supplies with which to conduct their affairs. To determine and advise borrowers on the most suitable type and quantity of automotive equipment.

RATES

ADVICE ON RATES

Assist in obtaining pertinent data from the field for wholesale rate analysis purposes. To investigate and make recommendations as to location for new or additional power sources in connection with wholesale rate negotiations. To advise and assist borrowers in establishing retail rates and on related problems.

ANALYSIS OF TECHNICAL OPERATIONS

ADVISES BORROWERS

Analyze electrical and mechanical features of operation to provide satisfactory service on borrowers' systems. To advise or obtain advice for borrowers with respect to:

- Substation loadings
- Phase balancing
- Voltage regulation
- Electric line losses
- Sectionalizing
- Fuse coordination
- Distribution transformer loadings

COORDINATION OF GENERAL INSTRUCTIONS

PREPARES BULLETINS

Assist in preparation of general written instructions, procedures and memoranda to borrowers in the form of Operations Memoranda or Bulletins.

WORK ORDERS

DETERMINES ADVISABILITY

Review and approve all types of work orders submitted by borrowers; to determine the advisability of any reconstruction contemplated, and authorize such work to be done. To advise borrowers to proceed with new construction after it has been approved by the Applications and Loans and the Design and Construction Divisions. To arrange for purchase of materials by borrowers for force account construction.

SYSTEMS MATERIAL REQUIREMENTS

ADVICE ON STORES

Keep continuously informed as to the amount and type of materials in borrowers' stores; to determine and advise them of their needs with respect to the kind and quantity of materials for operating and maintenance purposes. To ascertain the availability and necessity of transferring materials between borrowers and arrange for such transfer if necessary.

PURCHASING ADVICE

GROUP PURCHASING

Advise borrowers of items available under group purchase plans; to determine their individual requirements and investigate availability of funds for such purchases. To observe performance of equipment so purchased.

TAXES

TAX DATA

Collect and analyze data on tax assessments of borrowers in order to assist them in the elimination of inequalities; to advise and assist borrowers with respect to tax exemptions and other tax matters.

INSURANCE

INVESTIGATES RISKS

Advise borrowers of types of insurance to be carried; to review policies carried; to keep informed on cost trends and to instigate types of coverage required. Through inspection of risks, advise borrowers of methods in reducing annual premiums.

LABOR RELATIONS

ASSISTS BORROWERS

Execute REA labor policy and assist in the adjustment of labor situations between borrowers and others in accordance with this policy and appropriate labor standards and regulations.

SAFETY

PROMOTES SAFETY

Plan and execute a safety and job training program; to assist borrowers in the organization and functioning of such program, and to advise them in the selection of state safety supervisors. Direct REA field safety and job training supervisors in the elimination of unsafe practices, hazards and general safety instruction.

COOPERATIVES' DEVELOPMENT

CHOICE OF EQUIPMENT

Assist borrowers in the selection and use of electrical equipment, devices and appliances best suitable in their application to the farmstead. To determine which devices are most necessary to aid consumers in making the most productive use of electricity; to formulate equipment campaigns calculated to create interest on the borrowers' systems.

SYSTEMS' BILLING AND COLLECTION PROCEDURE

BILLING ADVICE

Formulate plans and make recommendations to borrowers regarding meter deposits, meter reading schedules, billing procedures, penalties, and cut-off dates to minimize outstanding accounts. To advise and assist borrowers in the collection of revenue and installation loan accounts; to approve disposition of uncollectible accounts.

REPORTS

CHECKS REPORTS

Examine REA field audit reports, minutes of Board Meetings, annual membership meetings, managers' reports to Board of Directors and other documents that originate on the borrower's system. To take such appropriate action as may be necessary.

OVERALL BUSINESS MANAGEMENT ASSISTANCE

MANAGEMENT ADVICE

Responsible for all phases of business management assistance to borrowers in the operation of their systems through advice and counsel on the application of cooperative business principles to their enterprises and on all activities affecting revenue of the systems and all expenditures of funds for operating purposes. Maintenance of controls through operating budgetary procedures of every item of revenue and expense in order to assure performance in accordance with accepted standards.

ORGANIZATIONAL RELATIONSHIPS

Reports to the Chief of the Cooperatives' Operations Division.

Collaborates with:

Applications and Loans Division

Design and Construction Division

Finance Division

Technical Standards Division

Office of the Solicitor

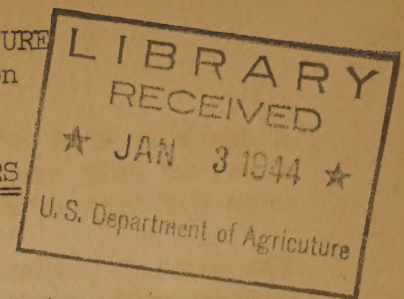
in all matters prescribed by Administrative procedure.

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UNITED STATES DEPARTMENT OF AGRICULTURE
Rural Electrification Administration
St. Louis, Missouri (2)

A PROGRAM FOR NEW REA SYSTEM MANAGERS

MANAGEMENT DIVISION



SUMMARY OF MANAGEMENT FUNCTIONS AND RESPONSIBILITIES

The Management Division is responsible for all activities pertaining to the maintenance of records of construction schedules and performances, statistical records and tabulations, preparation and maintenance of system maps, maintenance of administrative accounts, operation of a travel bureau, procurement of supplies and equipment and handling of mail and communications, duplicating, supplies and other office services. The division is set up on a sectional basis with a Section Head for each of the five sections. All of the functions are under the general direction of the Chief of the Division with the functions of each section under the direction of the Section Head. Various functions are briefly summarized.

OFFICE SERVICES SECTION

This section has many functions including Central Files, handling of incoming and outgoing mail, receipt of supplies, maintenance of stockroom, repairshop, receipt and dispatch of telemeter and telegraph messages, porter and messenger service, handling of all of the agency's property, custody and maintenance of mailing and distribution lists, maintenance of file of minutes of all meetings of directors and members of REA cooperatives and the conduct of all duplicating work: mimeographing, hectographing, and ozalid prints.

Most of these functions require no explanation, but something may be said about the maintenance of cooperative minutes which is important to cooperatives as well as to REA and requires close cooperation of the cooperatives for success.

MINUTES The section maintains a one line rotary visible record called "flexoline". This record is set up alphabetically by states with different colored strips indicating type of each borrower: cooperative, public utility, or a municipality.

As copies of the minutes of a cooperative are received they are recorded by date and type of meeting whether regular, special, annual, members, or directors.

Each set of minutes is read carefully and a route sheet attached showing those interested in particular data. If anything appears to warrant emergency handling it is directed to the appropriate person.

The flexoline shows dates of all regular meetings so that follow ups may be sent if within a reasonable time after any meeting minutes are not received.

Two sets of minutes of each meeting are requested. One is filed immediately in this section and the other is routed as above explained. Thus a set is always available for immediate reference while the other is being circulated.

A check is kept of delinquent minutes, as well as those upon which has been received only one copy. This information is handed to the operations engineer for appropriate action.

The general purpose of the foregoing procedure is that the attorneys, auditors, construction engineers, operations engineers and others may be kept advised continuously as to developments so they may be of the greatest possible assistance to the cooperatives and in order that a maximum coordination between the cooperatives and this office may be maintained. Prompt delivery of minutes is essential.

So that this assistance may be made of value to both the cooperatives and this agency it is highly important that copies of all minutes be submitted in duplicate as soon as possible after each meeting. In some cases minutes have been delayed because they have not been signed, it being the custom in some cooperatives for the directors to sign the minutes of one meeting when they assemble for the next meeting. There is no objection to this method of obtaining signatures, but such a delay in forwarding the minutes seriously interferes with procedure. Accordingly, every cooperative is urged to forward copies of the minutes as soon as they can be prepared after a meeting adjourns. If when the directors come to sign the minutes it is found that they must be altered, new copies can be sent in and the original copies recalled. Such cases are rare. Therefore every cooperative should forward copies of the minutes immediately.

INSUFFICIENT POSTAGE

No funds are available with which to pay postage due on mail received. Under Government regulations we are not permitted to exchange postage stamps for postage due stamps. There have been cases where we have been obliged to return mail because it was received inadequately stamped. This results in needless delays which could be avoided by affixing sufficient postage. There have been many cases where the postage due has been paid by the addressee, some member of the organization, but since there is no way to reimburse him this is an unfair practice. All cooperatives are requested to see that all mail addressed to this office carries sufficient postage.

PERSONAL MAIL

No official mail should be addressed to any particular person in an envelope marked "Personal". Personal mail means that it is personal to the addressee. Official mail addressed to an individual is not personal mail and should not be so marked. Our mail is all opened and classified in the mail room and distributed according to subject matter, except mail marked personal which is delivered to the addressee unopened. The use of the word "personal" on official mail throws our mail distribution out of balance and it is requested that the practice be discontinued.

STATISTICAL TABULATION SECTION

This section functions as the central statistical unit of the organization, correlating system and REA data into an effective picture of rural electrification progress and the financial and operating performance of REA borrowers.

MONTHLY OPERATING REPORTS

A major portion of the primary information on borrower operations incorporated into REA Government reports is obtained from the monthly operating reports submitted by the systems. The care with which these reports are prepared determines the accuracy and completeness of information published by REA for the public and for the Congress. Under normal conditions at least half a dozen reports are dependent upon the prompt submission of such material between the 10th and 15th of each month.

GENERAL CORRESPONDENCE

Since the statistical function is dependent upon accurate figures and the proper interpretation of these figures, it will always be necessary upon occasion to conduct correspondence relating to supplemental explanations and the verification of such data. It is hoped that this exchange of information will continue to be based upon a sincere attempt to render as much assistance as possible within the limits of existing facilities.

SURVEY QUESTIONNAIRES

The requirements of data obtained through questionnaires has been reduced to the very minimum as the result of emergency conditions. However, in those surveys which have necessarily been retained, cooperation in obtaining complete returns from all systems is of prime importance, for the value of such material is in proportion to the number and adequacy of the individual system responses.

In connection with questionnaires or with any other statistical work which is issued, frank comments are welcomed as to the merits or demerits of particular data.

MAPPING SERVICE SECTION

The Mapping Service Section has prepared for some borrowers maps of their systems to be used in solving their operating and construction problems. These are made up on a scale of 1 inch to 1 mile, based on information obtained from the United States Geological Survey, United States Forest Service, Soil Conservation Service and the Public Roads Administration, plus other information obtained from aerial photographs. A few projects have been mapped at a scale of 4 inches to 1 mile by photographic means.

MAPS

A set of maps of the counties served by the borrower is first assembled and forwarded to the project superintendent, with a letter, outlining the information required or considered necessary to give an adequate picture of the system. This information includes: (a) location of all lines, with an indication as to whether they are single or polyphase circuits (b) location and capacity of all sectionalizing devices, such as oil circuit breakers, fuse cut-outs, disconnect switches, gang operated air break switches, etc. (c) location, primary and secondary voltage of substations, with KVA rating of each substation transformer, and the name and location of the utility

supplying the wholesale power. In addition to this, some superintendents indicate by appropriate symbols the locations of critical loads or loads for which a steady source of power is required and also the size of transformer installation serving each such consumer. In plotting the line, care must be taken in locating it on the proper side of the road and indicating points where private rights-of-way are involved.

These maps have several uses which make it necessary that the information included be complete and clear and returned promptly, if they are to be of maximum value in construction or operation; For instance:

1. They serve as inventories of the capital investments in the systems and as guides to the managers and the office staffs.
2. They are valuable from the standpoint of tax computation where the property of a cooperative is assessed by particular townships or other political sub-divisions.
3. They are used as bases for calculating voltage regulation and solutions to fuse coordination problems.
4. They give distinct pictures of the integrated systems and indicate to the Boards the areas in which future expansion would be advisable, taking into account such factors as necessity for re-building main lines to provide adequate voltage regulation, locations of prospective members and of all competitive facilities within the area.

Once this information is obtained with regard to a specific project and put in map form, it becomes available in an understandable form for all members of the system for the formulation of policies and execution of programs.

AERIAL PHOTOGRAPHS

In addition to the preparation of these 1 inch to the mile maps sometimes the purchase by borrowers of aerial photographs of the areas served and of additional areas where expansion is most likely, is recommended. These photographs have been keyed by number to the index maps and are filed in numerical order, so that they are available for ready reference. Photographs are used in a number of different ways: (1) In planning additional construction, all topographic features being clearly shown; plans can be made before-hand to meet special problems which may arise in construction over difficult terrain. (2) The location of every farmhouse can be determined without the necessity for field checks and the exact span distances calculated, the amount of required tree trimming and the most economical route to serve a prospective consumer determined. Prospective members coming into project offices can identify their properties, construction estimates can be made in the offices and permission can be obtained for rights-of-way with a minimum of field travel, which results in substantial savings in these days of gas and rubber rationing.

Due to the wartime restrictions on aerial photographs, photographs for some areas cannot be obtained by some borrowers where the projects are located near areas of primary importance; these cases, however, are not very numerous.

Nevertheless each application for photographs must be cleared through the proper governmental channels. This section acts as a clearing house for these requests.

Complete records are kept of the types of maps available for reconnaissance purposes. This section acts as advisor to any borrowers wishing to obtain more complete and up to date map information for their operating areas and is always glad to discuss any map problems; it welcomes suggestions for improving the service.

